DCI/IC-74-241
9 May 1974

MEMORANDUM FOR: [   ]   25X1

SUBJECT: [   ] Report

1. [   ] has described in great depth the "process" we think we've got started. He then burdens the reader with lots of exhortation about what a perceived "task system" has to promise, and describes a view of the MBO concept in all its ramifications and theory - the human effort notwithstanding. (On reading the paper I paused to wonder if this is what we look like to the outside. Wow!!)

2. [   ] paper provides visibility (subjective) to how current tasks stand and this is his stated purpose. It also fulfills [   ]   25X1 charge in this regard. In the layout and assignment, he has done a fair job of categorizing and labelling. This provides an expanded profile, albeit of questionable current use in the form presented. He does cite on Page 8 some reasonable criteria which we have in fact been following fairly well.

3. As for analysis, in describing his "Management Task System" he has articulated what have been in my mind a few of the purposes envisaged in our initial layout but except for this has not concluded or assessed qualitatively how we are doing - a second part of the initial question. Perhaps Section III will provide this.

4. A great deal of dedicated effort has been given to this project. [   ] had hoped that a careful study of our work might show up some shortfalls. Perhaps somewhere this paper will help do this. But I'm confused on how best to translate the data to define corrective actions - if we can agree such actions are warranted and within our range of controls.

5. We need to talk about how we use this report to assist [   ] in getting a measure on our joint efforts and before forwarding it to him.

6. In general the report is not sharp. I now have doubts that this line of approach will do much for us. If recommendations for internal staff action different from what we've discussed are in the offering, we need to recommend them more directly to the boss.

25X1

AD/DCI/IC

2

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ACTION		DIRECT REPLY		PREPARE REPLY
APPROVAL		DISPATCH		RECOMMENDATION
COMMENT		FILE		RETURN
CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

4. In view of the interest of [   ] General
   Graham and others in my report, I want to sub-
   mit innovative but practical recommendations.
   Consolidation of my various recommendations
   offered during my two briefings, with minimum
   supporting justification, plus analysis of
   ICS management "gaps" and methods, into a
   relatively short and "easy to read" paper re-
   quires a certain amount of "creative writing."

5. I have a dental appointment at Andrews AFB
   this afternoon, etc.

FOLD HERE TO RETURN TO SENDER	
FROM: NAME, ADDRESS AND PHONE NO.	DATE
	10 May 74

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FORM NO. 237   Use previous editions
1-67

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Remarks:

1. Reference our 8 May 74 discussion of timing of submission of "Part III" of my ICS Management Task critique and recommendations.

2. After you concurred in a later submission, you asked about a date and my response was "ASAP" and "next week."

3. This is to inform you that my target dates are now next Thursday or Friday. I have talked to [   ] about typing help for those dates and she has indicated it will be available.

MEMORANDUM FOR: Gen. Graham

Most data in this report is
included in the 28 May
final critique.

_____
(DATE)

FORM NO. **101** REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

6 - 17

Gen Graham —

This is LCol
[REDACTED] study on
Management Systems. The
recommendations are in para
9, page 31 (clipped).
[REDACTED] and I
have read it and are pre-
pared to discuss when you
are ready. [REDACTED] knows my
views in case I am not
around.

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8 May 1974

MEMORANDUM FOR: General Graham

SUBJECT: DCI Management Tasks for the U.S.
                Intelligence Community Staff

1. This report responds to your request and that of
AD/DCI/IC for a review of the status of management tasks of
the Intelligence Community Staff (ICS). It is organized to
include a variety of data requested by [   ]
in recent memoranda. Completion of the report was delayed
due to emergency leave in the latter part of April 1974.

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2. The report identifies and describes 115 management tasks
derived from the FY 1974 DCI Presidential Objectives, September 1973;
the DCI's FY 1974 IRAC Management Objectives, December 1973 and the
DCI's 1974 Instructions to D/DCI/IC, March 1974. Specified (clear
cut), implied and inherent tasks are listed in such a manner as to
be directly relatable to the DCI's Objectives. Identified tasks
represent a management-oriented division of the current, complex
ICS responsibilities into basic, measurable, "work activities"
which should be reviewed by senior ICS managers on a periodic basis.

3. For illustrative purposes, management tasks are marked and
color-coded to indicate identifiable ICS progress towards completion/
satisfaction of each task during the period December 1973-April 1974.
General causes for apparent lack of action on specific tasks are
indicated where ascertainable.

4. The management tasks are also grouped into recommended
"classes of action" or work programs to better support the DCI's
objectives. Such functional groupings will allow concentration
of effort on related tasks and will insure that all tasks receive
timely attention. Rationale for selection and grouping of relatable
management tasks in this manner and initial recommendations for use
of the "management task system" for DCI/IC management purposes are
also included.

5. As requested, the final part of this report will
contain conclusions and overall recommendations. This part,
to be forwarded as soon as possible, will be followed by a
slightly revised listing of some 112 FY 1975 management
tasks grouped to support the draft FY 1975 DCI Presidential
Objectives now in coordination within the ICS. The final
part of this report will also summarize various management
recommendations made during my 14 March 1974 and 16 April 1974
briefings for you, Dr. Clarke, Admiral Harvey and others.

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Coordination Staff/Secretariat

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DCI MANAGEMENT TASKS FOR THE
U.S. INTELLIGENCE COMMUNITY

1. References

    a. DCI Presidential Objectives, 6 September 1973

    b. DCI IRAC Management Objectives, 14 December 1973

    c. DCI Letter of Instructions, 13 March 1974

    d. Director, Coordination Staff/Secretariat
        Memoranda, 14 March 1974, 18 April 1974, 1 May 1974

2. Purpose, Format, Rationale

    a. Purpose

        (1) This report identifies, describes and groups 115
management tasks which are considered to be specified,
implied or inherent tasks necessary to satisfy or com-
plete action on the FY 1974 DCI Presidential and IRAC
Objectives and related DCI 1974 instructions to the
D/DCI/IC. While these objectives and their related
tasks are actually "assigned" to the entire U.S.
Intelligence Community, the Intelligence Community
Staff (ICS) is generally charged with monitoring,
supervising, accomplishing or insuring the completion
of most of actions involved in these tasks. Therefore,
all of these tasks are, or should be, the general re-
sponsibility of one or more of the components of the
ICS.

        (2) It should be emphasized that these 115 tasks do
not represent any increase in ICS workload, per se, but
are intended to represent a logical "breakout" of already
assigned management responsiblities into basic, measurable
tasks or jobs. While many of these tasks should be furthered
divided in more specific work activities, with "progress
milestones" and completion dates, they are not so listed
in this report in order to allow easy task traceability
to the actual wording of the DCI objectives, sub-objectives,
and statements in the DCI's letter of instructions to D/DCI/IC.

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b. Format

(1) Attachment 1 contains a summary of the composition of the 115 management tasks, listings by objective, active/inactive and completed tasks for the period 10 December 1973-12 April 1974.

(2) Attachment 2 contains 115 management tasks listed closely opposite the actual wording of each FY 1974 DCI Presidential Objective or sub-objective from which they are derived or related. Implied or inherent tasks are also so listed. The management tasks derived from DCI's FY 1974 IRAC management objectives and the DCI's 1974 instructions to the D/DCI/IC are listed on separate columns close to the basic DCI Presidential objectives and sub-objectives to which they relate. Only additional or supplemental tasks considered necessary to fully complete or satisfy the objective or instruction are listed. The yellow color code indicates what portion of the task generally was completed by ICS or community actions during the period 10 December 1973-12 April 1974. Sources of work/activity results for this purpose were the ICS Weekly Reports from 10 December 1973 to 12 April 1974 and a variety of desk interviews with ICS action officers and others. Status of tasks are only shown generally for illustrative purposes and are based on recorded progress against the apparent completion date of the task. Those tasks considered completed are marked with an "X". Modifications of the DCI FY 1974 Presidential Objectives, as submitted to the Office of Management and Budget in December 1973, are also shown.

(3) Attachment 3 contains a recommended grouping of all 115 management tasks into logical "classes of action" or functional "work packages" or programs which should support each DCI Presidential Objective. The statements of basic DCI Objectives have also been revised into a more logical functional statements. The tasks in attachment 3 are in the same language and retain the same identification numbers, color codings and completion "x" as those listed in attachment 2. The regrouping of management tasks in this attachment is designed to place all related tasks together. Since all tasks can not receive individual ICS staff attention at all times, the recommended groupings will allow work to be performed on several tasks simultaneously in some cases. Better application of ICS personnel effort can be made against related tasks. Related functional groupings of tasks will insure that all tasks receive periodic attention and timely action.

(4) Attachment 4 lists ICS components which generally have responsibility for recommended activity areas or "classes of action" described in attachment 3.

(5) Attachment 5 lists the apparent causes for inactivity in approximately 33 or 34 of the 115 management tasks described in this report.

(6) Attachment 6 lists those FY 1974 management tasks considered completed and recommended for elimination/ cancellation.

(7) Management tasks are numbered A through E in accordance with the five FY 1974 DCI Presidential Objectives (goals). Each task related to a specific objective is further identified by an expansion A-1 through A-12, for example. Tasks derived from the DCI IRAC Objectives and the DCI Instructions in references 1b and 1c are likewise numbered in association with the basic DCI Presidential objective to which they most closely relate. They are further identified with an alphabetic suffix. The same task numbering system is maintained in the regrouping of tasks in attachment 3 to allow easy reference and identification of all tasks with their basic objectives.

(8) Tasks requirements are stated in language as close as possible to the original wording of the DCI objectives, sub-objectives and/or instructions. Wording of implied and inherent tasks are also as close to that of related basic tasks as possible. Implied and inherent tasks are those considered essential to proper, full completion or satisfaction of the basic DCI objectives or sub-objectives. Separate tasks were derived from the different basic DCI objectives, sub-objectives and instructions only when such a task was considered essential to full completion or satisfaction of the basic objectives or instructions.

c. Rational

(1) This report and its management task recommendations are the result of initial study of the unique management challenges and problems confronting the Intelligence Community Staff due to the complex organization and de-centralized operation of the U.S. Intelligence Community. The separate departmental command structures, the "independent" control of intelligence community organizations and the complicated, technical operation of most important intelligence activities makes the U.S. intelligence community perhaps the most complex, costly, and difficult to administer of any U.S. Government functional and related activities.

(2) Since the Director of Central Intelligence (DCI)
has limited "line" or command authority over intelligence
community resources, he must exert his statutory and
Presidentially-directed authority on the community
activities primarily in a coordination and/or "policy-
enunciation" manner and through his committee chairmanship
roles. This led to my initial review of available DCI
"community coordination mechanisms" to ascertain if the
DCI or the ICS was exercising as fully as practical all
of the various coordination mechanisms available to him.
It soon became clear that effective review of his manage-
ment coordination methods, or of the relationships and
variables throughout the intelligence community, required
certain initial studies, such as:

> (a) The determination of the variety of basic
> community-wide management tasks derivable from
> the DCI's Presidential and IRAC objectives and
> special instructions to the D/DCI/IC.

> (b) An indication of how well these management
> tasks were being accomplished at this time.

> (c) Identification of any apparent gaps or "short
> falls" in the DCI's management impact on intelligence
> community-wide activities.

(3) The ultimate purpose of the overall project would be
to lay out, analyze and ascertain the effectiveness of
individual DCI "community coordination mechanisms," to
determine what actually is the DCI's real management
impact on the U.S. intelligence community, to see what is
actually occurring as a result of the simultaneous activities
of the ICS, the NIO's, the "revitalized" USIB mechanism, the
activated IRAC mechanism, the NSCIC, NRO, and the complex
operation of the DOD Defense Intelligence System (as de-
scribed in the draft DIA Defense Intelligence Plan). The
final value of such an undertaking would to indicate need
for changes or management refinements, if necessary, to
allow the DCI to better exert his influence on community-
wide in-progress management activities, rather than to
primarily react to after-the-fact decisions or performance
results throughout the intelligence community.

(4) The "management systems" concepts underlying this
project are summarized below:

- 4 -

(a) The Intelligence Community Staff exists primarily
to insure timely completion or accomplishment of,
and/or community-wide emphasis on the DCI's Presidentially-
approved objectives, IRAC management objectives, and re-
lated DCI instructions.

(b) Thus, Intelligence Community Staff personnel, a
limited resource due to the requirement for all staffers
to be widely experienced in intelligence community
activities, must spend the major time and efforts on
satisfaction of these objectives and related DCI in-
structions.

(c) Thus, to effectively complete or accomplish these
objectives and instructions with minimum applied efforts,
they must be factored and structured into management
tasks which are specific, measurable, with realistic
reporting "milestones" and completion dates.

(d) Completion or accomplishment of the Presidentially-
approved and IRAC objectives will be the "yardstick" or
"report card" by which the DCI will be evaluated as a
manager.

(e) Few senior executives in the U.S. Government (at
secretarial or agency director level or at the governor/
mayor level in the U.S. Federal system) are able to
actually develop valid and current "real world" per-
ception or understanding of all important inter-workings
and operational relationships of their huge and complex
organizations, much less develop a realistic appreciation,
of the inter-agency and interdepartmental relationships
that constantly change and differently affect their own
responsibilities. (This could be further discussed in
the planning, programming, budgeting and/or operational
areas to better illustrate the "principles" of bureau-
cratic and organizational inertia, successful resistance
to change, incremental decision-making, etc.) In other
words, few senior governmental executives are able to
actually manage or basically change their organizations,
although some give superficial appearances of doing so.
(The DCI is confronted with more difficult and complex
managerial responsibilities than most senior governmental
executives, who at least have legal authority over all or
most of the resources they are responsible for.)

- 5 -

3. Management Task System

    a. <u>Management Systems Survey</u>

        (1) The management task method recommended in this report was developed after an extensive survey of management systems in use today in business, industry and government at all levels, including military management methods applicable to the Intelligence Community Staff level of responsibility. Much management literature was reviewed, as well as a good sampling of management consultant recommendations at various levels of the U.S. Government (federal) system, including data available through Ph.D program and other research for government administration college courses currently being taught.

        (2) The purpose of the survey was to uncover any practical "management control" systems which might have utility at the Intelligence Community Staff level. Some of the systems reviewed were:

            a. USAFSS Program Action Directive (PAD) (used as action officer)

            b. Planning, Programming, Budgeting System (PPBS) (carefully researched while in DIA and in NSA)

            c. Network analysis management systems such as Program Evaluation and Review Technique (PERT), PERT/COST, Critical Path Method (CPM), etc. (used in past)

            d. Management by Objectives (MBO) and MBO/Results

            e. Systems Dynamics

            f. Economic Analysis, (as used by DOD) ·

    b. <u>Benefits of the Management Task System</u>

        (1) All Intelligence Community Staff activity and projects can be directly related to the current Presidentially-approved DCI objectives, related DCI instructions and policies.

        (2) All objectives and related instructions are factored (divided) into their most practical and basic management description or tasks and then are grouped into related work programs so that work on one task may impact on and help accomplish or complete related tasks.

(3) Management tasks thus become the basic continuing (until completed) "division of work" standard for the Intelligence Community Staff. (Note-management tasks are not all accomplishable at this level, many must be directly accomplished by elements of the Intelligence Community, to be monitored only by the Intelligence Community Staff).

(4) All staff organizational and personnel arrangements are made basically in accordance with outstanding or priority management tasks.

(5) All new fiscal year objectives can be developed from unsatisfied or continuing management tasks.

(6) Periodic review of status of current management tasks will indicate where management "short falls" are immediately occurring, allowing senior managers to make desirable personnel or priority adjustments.

(7) Excessive application of personnel effort and activities on relatively unimportant management tasks should be currently obvious at all times.

(8) Management tasks methods do not create a "paper-mill". Only top managers are directly involved in periodically reviewing status of tasks and making appropriate changes in personnel assignments and work priorities. Analysis of task status is done by a small group or an individual.

(9) All new requirements are compared to approved and outstanding tasks of staff divisions to determine if they are appropriate and related to present task assignments.

(10) Overlooked work activity becomes apparent when all management tasks are reviewed in this manner.

(11) Specific management tasks, with milestones and completion dates, can be "assigned" to components of the Intelligence Community as a clearly defined and measurable "work package.

(12) Management tasks are clearly and easily measurable whereas an overall objective may be too complex to treat in this manner.

(13) All new work responsibilities can be factored into minimum new management tasks or included in current tasks.

(14) "Task factoring" of new responsibilities or projects will identify the repetitive, routine and unique aspects of each task, as well as the long-range, mid-range and/or current aspects of related tasks.

(15) Unique or critical tasks of objectives or new responsibilities can be isolated for application of innovative solutions.

c. Adoption of New Management Tasks

To be approved by top management as a new management task, the following must be considered:

(1) Does it directly support a DCI Presidential Objective?

(2) Is it distinctly separate from current identified and assigned tasks?

(3) Is it measurable and definable in work activity segments and milestones.

(4) Is it mid-range (general) or short-range (immediate).

(5) Can specific benefits be projected that will help achieve a DCI objective or instruction?

(6) Can the new task be "assigned" to a specific entity within the Intelligence Community or must it be handled by the Intelligence Community Staff?

(7) Can the new task be "plugged" into present tasks within the ICS/DCI management area with a minimum of personnel changes or problems.

d. Methodology

(1) Accepted management responsibilities should be structured into tasks, activities and milestones which mark the beginning and end of specific work activities within each task.

(2) Activities within tasks represent actual commitments of personnel, time and resources to accomplish part or all of a task.

(3) Structuring of tasks allows senior management to anticipate future needs of personnel and resources and to better meet changing management conditions.

(4) Current structuring of tasks, activities and milestones, as indicated above, will allow the Intelligence Community Staff time for some experimentations and improvising before OMB requires that objectives be directly integrated into the FY 1976 budget submission in October 1974.

- 8 -

(5) Tasks, activities and milestones can become the building blocks for the series of new plans to be listed among the FY 1975 Presidential objectives, thus allowing the DCI to more directly influence their development, etc.

(6) Use of tasks, activities and milestones allows easy development of analytical models for management study.

e. Management Task

Application to FY 1975 Objectives

(1) The utility of the management task structure is illustrated by the fact that to implement the proposed draft FY 1975 DCI objectives, only the following minor changes are required to adjust the FY 1974 management task list.

    a. Five new management tasks are needed.

    b. Four present FY 1974 management tasks must be revised to incorporate more specific wording.

(2) Most FY 1975 proposed DCI objectives will, if accepted, require no new management tasks as present FY 1974 tasks amply cover them (although some regrouping of present tasks will be required). Proposed objectives can be supported by from one to as many as eight FY 1974 management tasks which are still considered current and uncompleted.

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Coordination Staff/Secretariat

TOTAL DCI TASKS

DCI PRESIDENTIAL ORIGINAL TASKS   70

        IMPLIED   – 6
        INHERENT – 8   14

RELATED IRAC DCI MANAGEMENT TASKS   11

RELATED DCI CHARGES TO D/DCI/IC   20

             TOTAL IC STAFF MANAGEMENT TASKS   115

TASK ACTIVITY SUMMARY 10 DECEMBER 1973 – 12 APRIL 1974

TASKS NOT REPORTED (INACTIVE)   33

TASKS WITH MINOR ACTIVITY   18

ACTIVE TASKS   54

TASKS ESSENTIALLY COMPLETED   10

TASKS DERIVED FROM DCI OBJECTIVES/INSTRUCTIONS

DCI OBJECTIVES	EMPHASIS	PRESENT
A. IMPROVE INTELLIGENCE RESULTS	PRODUCTION	20
B. IMPROVE DCI'S LEADERSHIP IN COMMUNITY	MANAGEMENT IMPROVEMENT	29
C. IMPROVE EFFICIENCY OF INTELLIGENCE COLLECTION RESOURCES USE	COLLECTION/PROCESSING	25
D. IMPROVE ASSIGNMENT OF INTELLIGENCE FUNCTIONS IN COMMUNITY	MODERNIZATION	17
E. INTELLIGENCE MUST ENHANCE FORMULATION OF U.S. GOVERNMENT	IMPACT ON USER	24

DCI PRESIDENTIAL OBJECTIVE A (REVISED): IMPROVE INTELLIGENCE RESULTS -- (PRODUCTION EMPHASIS

CONTINUOUS REVIEW OF INTELLIGENCE COMMUNITY'S RESPONSIVENESS TO NATIONAL REQUIREMENTS	ACHIEVE TECHNICAL IMPROVEMENTS IN ALL NATIONAL INTELLIGENCE PRODUCTS TO INCREASE RESPONSIVE- NESS TO NATIONAL USER NEEDS	IMPROVE ALL INTELLIGENCE COMMUNITY PRODUCTS SUBSTANTIVELY
PRD	PRD	PRD

DCI PRESIDENTIAL OBJECTIVE B (REVISED): IMPROVE DCI'S AUTHORITATIVE AND RESPONSIBLE LEADERSHIP IN COMMUNITY--(MANAGEMENT IMPROVEMENT EMPHASIS)

ESTABLISH AN EFFECTIVE DCI COMMUNITY
COORDINATION MECHANISM FOR OUT-
YEARS PLANNING AND ESTIMATING

ESTABLISH AND MAINTAIN A VIABLE DCI
PROGRAM/BUDGETARY PROCESS AS A PRIMARY
COMMUNITY COORDINATION MECHANISM FOR
FINANCIAL MANAGEMENT AND CONTROL

MPRRD

MPRRD

IMPROVE USIB EFFECTIVENESS AS
PRIMARY DCI COMMUNITY COORDINA-
TION MECHANISM FOR SUBSTANTIVE
INTELLIGENCE MANAGEMENT

ESTABLISH AN EFFECTIVE LEADERSHIP
ROLE IN NSCIC FOR THE DCI

ESTABLISH IRAC AS PRIMARY
DCI COMMUNITY COORDINATION
MECHANISM FOR INTELLIGENCE
RESOURCES MANAGEMENT

ALL

ALL

MPRRD

MISCELLANEOUS MANAGEMENT
ACTIVITIES

STRENGTHEN THE DCI'S
PERSONAL STAFFS

IMPROVE PERSONNEL MANAGEMENT
IN INTELLIGENCE COMMUNITY

COOR/SEC-PRD

ALL

PRD

DCI PRESIDENTIAL OBJECTIVE C (REVISED): IMPROVE EFFICIENCY OF INTELLIGENCE COLLECTION RESOURCES USE --(COLLECTION/PROCESSING EMPHASIS)

MANAGEMENT TASKS COMPLETED IN FY 1974 AND RECOMMENDED FOR ELIMINATION

A-1   IDENTIFY KIQs OF NSCIC-LEVEL INTELLIGENCE USERS AND ISSUE COORDINATED FY 74 LIST.

A-2   DEVELOP KIQ EVALUATION PROCESS (KEP) AND ISSUE TO INTELLIGENCE COMMUNITY FOR ACTION WITH KIQ LIST.

B-2   ISSUE SPECIFIC OBJECTIVES TO THE INTELLIGENCE COMMUNITY TO PROVIDE DCI-APPROVED AND USIB-COORDINATED LIST OF PRIORITIZED INTELLIGENCE TARGETS FOR ALL INTELLIGENCE COMMUNITY PLANNING AND PROGRAMMING (DCID 1/2).

B-3   RESTRUCTURE AND STRENGTHEN THE INTELLIGENCE COMMUNITY STAFF AS PART OF THE DCI'S PERSONAL STAFF.

B-4   STRUCTURE AND STRENGTHEN THE NATIONAL INTELLIGENCE OFFICERS MECHANISM AS PART OF THE DCI'S PERSONAL STAFF.

B-11   REVIEW USIB COMMITTEE STRUCTURE BY 31 DECEMBER 1973 AS BASIS FOR POSSIBLE REORGANIZATION RECOMMENDATIONS.

C-13   ESTABLISH AS R&D COUNCIL AS IRAC SUBCOMMITTEE TO INSURE COORDINATED R&D PLANNING AND PROGRAM RECOMMENDATIONS THROUGHOUT THE INTELLIGENCE COMMUNITY.

C-15   INSTRUCT IRAC R&D COUNCIL TO RECOMMEND OVERALL R&D PLANNING AND PROGRAMMING STRATEGY TO INSURE ADVANCE IDENTIFICATION AND CONSIDERATION OF INTELLIGENCE NEEDS, GAPS, RESOURCES DEFICIENCIES, DUPLICATIONS AND CROSS-PROGRAMMING.

E-6.   IDENTIFY THE CURRENT NEEDS OF USERS OF FOREIGN ECONOMIC INTELLIGENCE.

CAUSES FOR LACK OF ACTION ON DCI
OBJECTIVES/TASKS

1. OBJECTIVES TOO GENERAL AND BROAD

2. REASONABLE/ATTAINABLE PROGRESS POINTS NOT LISTED

3. OBJECTIVES NOT DIVIDIDED INTO SPECIAL TASKS

4. NO TASK ASSIGNMENTS THROUGHOUT COMMUNITY

5. OBSCURE COMPLETION DATES

6. NO REPORTING PROCEDURES TO DCI

7. NO DCI FOLLOW-UP (PERIODIC)

8. OVERLAP AND DUPLICATION BETWEEN

        DCI OBJECTIVES LIST
        IRAC MANAGEMENT OBJECTIVES
        DCI INSTRUCTIONS TO D/DCI/IC

9. FUTURE COMPLETION DATES

A-2A - CAUSE 9

A-3 - CAUSE 9

A-6 - CAUSE 2 & 4

A-10 - CAUSE 2,3,& 4

A-12 - CAUSE 1,2,3, & 8

A-12/BA CAUSE 4 & 8

B-0 - CAUSE 3 & 9

B-5A - CAUSE 5

B-5C - CAUSE 2 & 3

B-7A - CAUSE 1 & 2

B-9A - CAUSE 1 & 2

B-9D - CAUSE 1 & 3

B-10A - CAUSE 1 & 2

B-14 - CAUSE 1, 2, 3, & 5

C-3 - CAUSE 9

C-4 - CAUSE 1, 2, 3, & 4

C-4A - CAUSE 1, 2, 3, & 5

C-5 - CAUSE 9

C-8 - CAUSE 9

C-9 - CAUSE 9

D-2 - CAUSE 1, 2, 3 & 5

D-5 - CAUSE 1, 2, 3, 5 & 8

D-11 - CAUSE 7 & 9

EO-1 - CAUSE 3, 4, & 6

EO-2 - CAUSE 3, 4, & 6

EO-3A - CAUSE 2, 3, 5, & 7

EO-3B - CAUSE 2, 3, 5, & 7

EO-3C - CAUSE 2, 3, 5, & 7

E-2 - CAUSE 6 & 7

E-3 - CAUSE 6 & 7

EO-6A - CAUSE 3, 4, & 6

EO-6B - CAUSE 3, 4 & 6

EO-8A - CAUSE 9